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The Implementation phase includes all the activities necessary for the project office to transition from a development/testing environment to a production environment using the new system.

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Implementation Strategy

[Impl Main](#)

The implementation strategy defines the general approach for the system implementation. The intent of the implementation strategy is to identify the assumptions and establish the framework for the implementation section of the Request for Proposal (RFP). The strategy should identify the activities that you expect the Contractors to address in their proposals. The strategy should also define how the project office expects to divide implementation responsibilities between the State and Contractor.

Once the Contract is awarded, the Contractor and/or State will develop a detailed [Implementation Plan](#) that must be consistent with this strategy. Typical implementation issues include:

Stakeholder and customer communications. What are the State and Contractor roles for communicating with the customers and stakeholders? What methods of communication will be used?

Infrastructure preparation. What are the State and Contractor roles for infrastructure preparation? How many offices will receive the system? How many users need equipment at each office? Will the system use any existing state infrastructure?

Data conversion. If there is an existing database, who (State, Contractor, third party vendor) will do the data conversion to the new database? Will there be data validation and cleansing? How much conversion can be automated? What tools will be needed?

System rollout. If the system is implemented across the state, how will it be rolled out? Will there be "big bang" or incremental implementation? If incremental, what is the criteria for deciding the order in which offices receive the system?

Will the system software be developed incrementally? If so, what are the criteria for deciding what goes in each release? How will the new releases be rolled out?

If a system is being replaced, how will the operations be switched over? Will there be a pilot operation? Will there be a time of parallel operation? If so, how long?

Training. What are the State and Contractor's roles for training? What are the user classes? How many people will need training in each class? What type of training will they need?

Change management. What are the State and Contractor authorities in implementation?

Business Process Reengineering. Will business process re-engineering be required? Will new policies be required? If the system required staff reorganization, how will staff positions be converted and/or established?

Help Desk procedures. When must help desk services be available? What is the expected response time? Will Contractor and/or State staff maintain the help desk?

Change Request. How will changes to the implementation plan be submitted and approved? How will changes to the system be submitted and approved?

Problem Resolution. What are the State and Contractor roles in implementation problem resolution?

Sample:


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M5 - Statewide Roll-out

[Main](#) [M1](#) [M2](#) [M3](#) [M4](#)

The following information represents an all-inclusive set of the Statewide Roll-Out & Acceptance activities during the System Implementation phase from an OVERALL PROJECT PERSPECTIVE.

1. Complete and maintain all statewide, subproject and county implementation work plans and schedules.
2. Update project approvals/budget documents, as required.
3. Review and approve Contractor project deliverables.
4. Prepare written certification of completed implementation for each county.
5. Review and approve Contractor invoices for completed services and installed equipment (as authorized by the project contract).
6. Capture and store the weekly, updated versions of all county implementation work plans and county implementation status reports.
7. Coordinate weekly Contractor implementation status meetings.
8. Prepare the weekly Statewide Implementation Status Report.
9. Perform regular project-level stakeholder communications and management.
10. Review and approve county invoices.
11. **Oversee and support county** implementation activities.
12. Monitor and document system performance and problems.
13. Review system problem reports.
14. Review system performance data.
15. Oversee Contractor operations and assure it is responsive to the needs/problems of county operations.

Where a statewide rollout is being implemented, the following COUNTY PERSPECTIVE should be incorporated into the activities to oversee on the part of the Project Office.

16. Perform all required **county implementation activities**.

Expected Deliverables

The **Contractor** deliverables will be reviewed according to the [Deliverable Review Process](#) and [Deliverable Expectation Documents/Data Item Descriptions](#) that were in the RFP. Deliverables (as listed below) are intended to be final versions which are required to exit the phase.

Project Deliverables

- Statewide Implementation Workplan updates
- Subproject Implementation Workplan updates
- County Implementation Workplan updates
- Approval and Budget Document updates
- Contractor Deliverable Approval Documents
- Written Certification of completed implementation for each county
- Contractor Payments
- Integrated Issue Action Reports (Statewide and County)
- Integrated Implementation Workplan Reports (Statewide and County)
- Readiness Determination Approval Documents
- Change Requests (Project Schedule & Costs) and Software Release Notices
- Weekly Implementation Status Reports
- Project-Level Stakeholder Communications
- County Payments
- System Performance Reports and Documentation of System Problems
- Documentation of Contractor Operations Problems and Resolutions
- Documentation of Project Help Desk, Customer Support Center and Customer Help Lines Problems and Resolutions
- Changes/Fixes Requirements Documents, Test Plans, Test Scripts, and Test Results
- Changes/Fixes Software Release Notices

County Deliverables

- County Implementation Workplan updates
- County Implementation Status Reports
- Local Stakeholder Communications
- Implementation Expenditure Receipts and County Invoices for State reimbursement
- Documented Readiness Indicators
- New/Revised Procedures Manuals
- Revised Organization Charts
- Documented Conversion Processes and Procedures

- Conversion Test Plans and Test Scripts
- Conversion Programs and Test Scripts
- County Interface Requirements Documents
- County Interface Specifications
- County Interface Test Plans and Test Scripts
- County Interface Programs and Test Results
- New IT Contracts, as required
- Site Preparation Requirements
- Project Space and Facilities prepared for installation of equipment
- Project Space and Facilities Certification Documents
- Equipment Inventory Documents
- Documented Problem Reporting and Help Desk Procedures
- Staff Training Requirements and Plan
- Staff Training Coverage Plan
- Converted Data
- System/User Problem Reports and Resolutions
- System Change Requests
- Revised Operational Processes and Procedures Documentation
- System Acceptance Test Results

Interim Work Products

Interim Work Products are preliminary versions of deliverables for a future phase. For example, in the Contract Initiation phase a preliminary Implementation Plan or Strategy should be developed and presented for discussion. However the final Implementation Plan is not required until the next phase (Requirements).

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Activities and Key Decisions

- Perform a lessons learned session to capture good ideas and strategize about activities that did not go as planned. Document the results and submit them to the organizational repository. Incorporate appropriate suggestions in the plans and processes for the next phase.

Samples and Supporting Materials

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Equipment Distribution Plan

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Description:

A plan for the distribution of equipment must be prepared and implemented (at a minimum) with the following considerations:

- Identify network and telecommunications requirements.
- Identify site preparation requirements for sites receiving equipment.
- Order telecommunications lines and install network components.
- Perform site preparation of project space and facilities.
- Test and certify project site preparation, telecommunications lines and network installations.

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Project Space and Facilities Review

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Project Space & Facilities should be acquired with the following minimum considerations:

- Project staff offices
- Meeting rooms
- Staff training rooms & facilities
- Conversion facilities
- Client training facilities

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County Implementation Oversight and Support

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County Implementation Oversight & Support during the planning & installation porting of System Implementation should consist (as a minimum) of the following areas:

- Development of new/revised procedures.
- Implementation of organizational changes.
- Termination/Execution of county contracts and contract provisions.
- Development and testing of conversion processes, programs, procedures and tools.
- Development of county interface requirements and requirements management processes.
- Development and testing of county interfaces.
- Equipment distribution planning and site preparation.
- Installation and testing of county IT network hardware and software.
- Development and execution of staff training plans.
- Conversion of data to the new IT system.

During the [Statewide Roll-Out](#) step of System Implementation, the project office can assume either an oversight role or direct support role (or a combination) with the counties (depending on prior arrangements) for the following activities:

- Initiation/Pre-Planning activities.
- Planning & Installation activities.
- Conversion & Operations activities.

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County Priorities and Policies

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County Priorities & Policies should be documented (as a minimum) with the following considerations:

- Identify impacted county functions and establish priorities for addressing impacts.
- Identify resource requirements and plan resource allocations.
- Identify technical impacts on county IT.
- Identify impacts on county contracts and establish priorities for addressing contract changes.
- Identify stakeholders and plan stakeholder communications and involvement.
- Determine [project space and facility needs](#) and begin space/facility acquisition processes.

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User Training

User Training is a critical piece to the system implementation phase and should include (at a minimum) considerations in the following areas:

- Select which users will receive each type of training.
- Develop user training schedule based upon type of training and number of users to be trained.
- Develop office coverage plans for user training period.

Samples and Supporting Materials

- [Training Plan outline](#) (MS Word)